

THE JOINT LAND ATTACK CRUISE MISSILE DEFENSE ELEVATED NETTED SENSOR SYSTEM

COL Mary Fuller, Michael J. Grannan, and
Robert E. Davis

Introduction

In an effort to field an over-the-horizon land attack cruise missile defense capability for battlefield commanders, the Defense Acquisition Executive, in 1996, directed the Army to establish the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System Project Office (JLENS PO). JLENS was formerly known as the Joint Aerostat Program Office. The Army was designated the lead Service for the JLENS Program, with the Navy and the Air Force providing full-time deputy program managers (DPMs). The Army Acquisition Executive (AAE) assigned the program office to the U.S. Army Space and Missile Defense Command and designated the Project Manager (PM), JLENS as a centrally selected O-6 (colonel).

ACAT Designation

In 1998, the JLENS PO awarded the design and development contract to Raytheon Corp., Bedford, MA. In addition, an Acquisition Category (ACAT) designation was assigned to the program to allow the use of innovative techniques in structuring program strategies to reflect sound business management, to allow successful program execution, and to provide a formal record of the program's maturity and decision processes.

In 1999, the AAE designated the JLENS Program an ACAT II-tailored acquisition program. The AAE retained milestone decision authority (MDA)

based on funding growth and the joint program designation.

IPT Formation

The JLENS PO began preparing for the first program review, an Army Systems Acquisition Review Council (ASARC) in-process review. ASARC is the decision review body for the acquisition of major systems and Army designated acquisition programs. It is a structured forum where issues requiring top-level consideration are presented to senior members of the Army leadership. ASARC is chaired by the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and co-chaired by the Army Vice Chief of Staff. It was critical to establish an integrated product team (IPT) structure to prepare for the ASARC in-process review. (The guidelines for preparation are established in DA Pamphlet 70-3, Appendix 24, *Guide for ASARC Acquisition Program Reviews*.)

Because of the program's joint Service complexity, the ASARC IPT was established early to help the project office organize IPT membership. A kickoff meeting was held and members briefed on the program status and membership of other similar IPTs. The PM, JLENS ensured that other Services and agencies such as the Joint Theater Air and Missile Defense Organization, the Ballistic Missile Defense Organization, the Navy, and the Air Force were involved in the IPT process. The mem-

bership of the IPT was based on the program's structure. Four working integrated product teams (WIPTs) were established and initial meetings were scheduled prior to the integrating integrated product team (IIPT) and overarching integrated product team (OIPT) meetings. The chart on Page 44 depicts the JLENS IPT structure.

IIPT

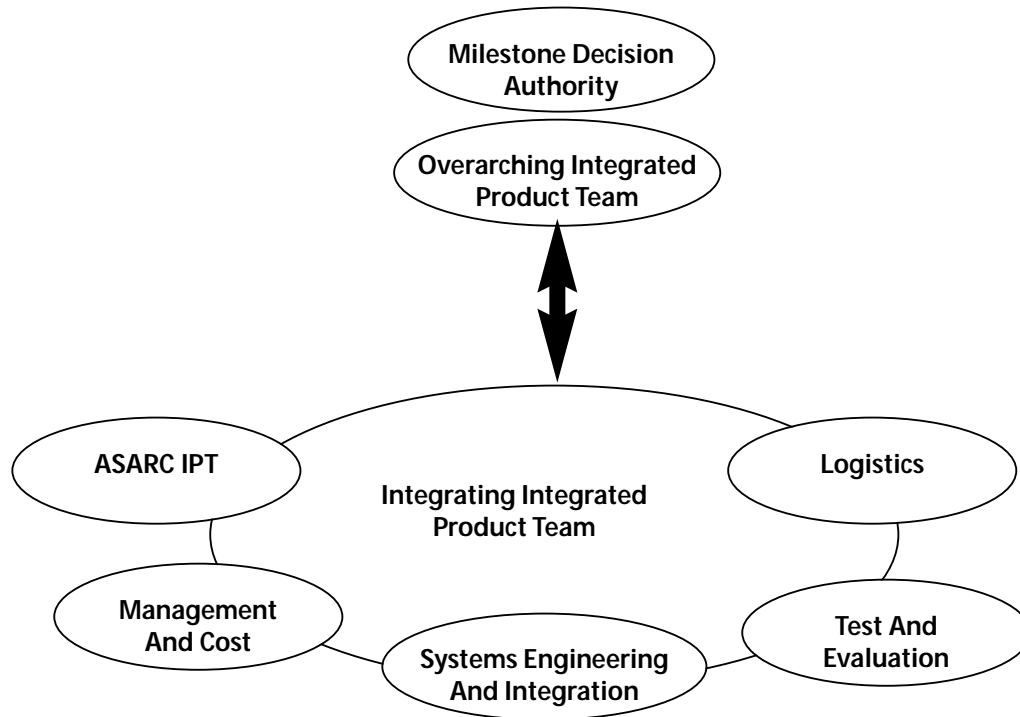
The IIPT oversees the WIPTs and provides recommendations on ASARC review readiness to the OIPT. In addition, the IIPT provides support in the development of strategies for acquisition processes and contracts, cost estimates, evaluation of alternatives, logistics management, and cost performance trade-offs.

The JLENS PO held several preliminary IIPT reviews prior to its formal ASARC in-process review. These preliminary reviews were for the purpose of preparing a program overview brief, conducting a detailed analysis of the charters, and discussing documentation and actions required to support a successful ASARC review.

OIPT

The OIPT serves as the MDA assessment and advisory committee on core acquisition management issues for major program and milestone decision reviews. The team resolves as many issues and concerns as possible prior to an ASARC review, identifies the appropriate milestone for the program

JLENS IPT STRUCTURE



initiation, and makes recommendations to the MDA on the status of the anticipated review.

Prior to the ASARC in-process review, the JLENS PO held several OIPT meetings to provide an overview briefing of the program, orient members on the program acquisition strategy and operational requirements, explain the IPT structure, and discuss critical issues and actions necessary for a successful review. The JLENS OIPT was co-chaired by the Program Executive Office for Air and Missile Defense and the Assistant Deputy for Systems Management from the Office of the ASAALT.

ASARC Preparation

In preparation for the ASARC in-process review, pre-briefs were scheduled at the Pentagon for all ASARC members and other key players. Central to a successful ASARC is the use of innovative techniques in coordinating program strategies to Department of the Army and DOD stakeholders. The PM, JLENS organized and led the program's IPT. The PM scheduled two group ASARC pre-briefs to flag-level/Senior Executive Service personnel within DOD, the Army, the Navy, and the Air Force. Personnel unable to

attend these pre-briefs were briefed on a one-on-one basis because of the number of Services and agencies and senior decisionmakers involved with the program. This IPT process was critical in ensuring that the ASARC co-chairs were able to agree on a quick resolution on JLENS issues, resulting in a successful ASARC in-process review in October 2000.

Summary

The key to any successful effort is to ensure adequate planning is performed early in the process. The IPT concept requires continuous dialog among all team members and other key players in the program. As such, the success of the JLENS Program can be attributed to the establishment of an IPT structure complementary to the program. The close coordination among all those involved in the IPT process, from the working levels to the oversight levels, ensured the ASARC success.

Also key to the successful ASARC in-process review were the pre-briefs given to ASARC members and other key players within DOD, the Army, the Navy, and the Air Force. As a result, the ASARC in-process review went

smoothly, and ASARC members unanimously agreed to decisions. Subsequently, the AAE approved an Acquisition Decision Memorandum to the PM, JLENS.

COL MARY FULLER is the PM, JLENS. She holds a B.S. degree from Miami University, Oxford, OH, and an M.A. degree from Webster University, St. Louis, MO.

MICHAEL J. GRANNAN is the DPM, JLENS. He has a B.S. degree in engineering from Ohio State University, Columbus, OH, and a master's degree in management from Central Michigan University, Mount Pleasant, MI.

ROBERT E. DAVIS is a Program Analyst assigned as the JLENS ASARC Coordinator. He has a B.S. degree in management and a certificate in accounting from Athens State University, AL, and an M.S. in management from Florida Institute of Technology, Redstone Arsenal, AL.
